



THE SECRETARY OF THE NAVY
WASHINGTON DC 20350-1000

OCT 14 2015

From: Secretary of the Navy
To: President, FY-17 Active Duty Selection Board for Detail as Assistant Judge Advocate General (Operations and Management) and Assistant Judge Advocate General of the Navy
Subj: ORDER CONVENING THE FY-17 SELECTION AND CONTINUATION BOARD TO RECOMMEND A NAVY JUDGE ADVOCATE ON THE ACTIVE-DUTY LIST IN THE REGULAR GRADE OF CAPTAIN FOR DETAIL AS ASSISTANT JUDGE ADVOCATE GENERAL (OPERATIONS AND MANAGEMENT) AND ASSISTANT JUDGE ADVOCATE GENERAL OF THE NAVY
Ref: (a) FY-17 Active-Duty and Reserve Navy Flag Officer Promotion Selection Board Precept
Encl: (1) Board Membership

1. Date and Location

a. The detailing selection board, consisting of you as president and the officers listed in enclosure (1), is ordered to convene at the Navy Personnel Command, Millington, TN, at 0800, Wednesday, 21 October 2015, or as soon as practicable thereafter.

b. The board shall proceed in accordance with all guidance in this letter and, except when otherwise noted, the FY-17 Active-Duty and Reserve Navy Flag Officer Promotion Selection Board Precept, reference (a).

2. Function. The function of the board is to consider eligible Regular Active-Duty List officers of the Navy Judge Advocate General's Corps for detail as Assistant Judge Advocate General (Operations and Management) ("AJAG (Operations and Management)") and Assistant Judge Advocate General of the Navy ("AJAG of the Navy").

a. The officer you select shall serve for three years as AJAG (Operations and Management). Unless I deem it necessary for the officer to serve earlier, the officer selected will assume the title and duties of AJAG of the Navy for the last 12 months in the billet. Though authority to detail the AJAG of the Navy is contained in a specific statutory provision, the

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Department of the Navy, by policy, has chosen to follow the selection process provided in chapter 36 of title 10, U.S. Code, to the maximum extent practicable. Accordingly, the procedures to be employed by this board will closely follow those observed during regular statutory boards.

b. Eligible officers are only those judge advocates in the grade of captain on the Active-Duty List with a date of rank of October 1, 2012, or earlier, excluding any officer who:

(1) submits a written request to the board president for non-consideration of eligibility no later than the day before the date this board convenes;

(2) has an approved voluntary separation or retirement request, submitted by the officer and not required by policy, as of the convening date of the board; or

(3) was recommended by a previous selection board for appointment as AJAG of the Navy, Legal Counsel to the Chairman of the Joint Chiefs of Staff (pursuant to section 156 of title 10, U.S. Code), or Deputy Judge Advocate General of the Navy.

c. From among the officers eligible for consideration, the board may select one judge advocate for detail as AJAG (Operations and Management) and AJAG of the Navy. This number is the maximum that may be selected. The board need not select to the number provided.

3. Best and Fully Qualified Selection Standard

a. **Fully Qualified.** The officer recommended for selection must be fully qualified; that is, the officer recommended must be capable of performing the duties as AJAG (Operations and Management) and duties of the more senior position of the AJAG of the Navy. An officer who does not meet this standard shall not be recommended for selection.

(1) Officers fully qualified for selection demonstrate an appropriate level of leadership, professional skills, integrity, management acumen, grounding in business practices,

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and resourcefulness in difficult and challenging assignments. Their personal and professional attributes include adaptability, intelligent risk-taking, critical thinking, innovation, adherence to Navy and DoD ethical standards, physical fitness, and loyalty to the Navy core values.

(2) The Navy is composed of men and women representing dozens of different ethnic groups and hundreds of cultural heritages. Fully qualified officers must have shown the ability to successfully lead and mentor a diverse workforce, while executing the Navy's strategic diversity initiatives and effectively retaining the right quality and quantity of performance-proven personnel.

(3) Fully qualified officers must be of the highest integrity and character, with the demonstrated ability to provide legal advice that is accurate, independent, objective, and reflective of the Navy core values.

b. Best Qualified. Among the fully qualified officers, you must recommend for selection the best qualified officer. The following core considerations should guide your recommendation. Members assigned to brief individual records are expected to use these considerations to guide the review and structure of their briefs. Each board member is expected to apply this guidance when deliberating and voting. Considerations are:

(1) Proven and Sustained Performance

(a) You are required to pick the best officer. Proven and sustained superior performance in significant leadership positions (e.g., command, OJAG Division Director, SJA on senior-flag officer/general officer staff, etc.), and in difficult and challenging in-service, joint and overseas contingency operations (OCO) assignments is the definitive measure of fitness for selection. This is the number one factor that should guide your recommendations.

(b) When applying this factor, you must consider that the future Navy and joint force leadership will be comprised of a mix of officers who have excelled in both

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traditional career paths and alternate career paths. You must consider the critical competency/skill sets developed by officers who have excelled in alternate career paths.

(c) Our dynamic Navy requires equal consideration to those who have served in non-traditional, combat-related, nation-building roles. Successful performance and leadership in combat conditions demonstrate exceptional selection potential and should be given special consideration. However, the board is reminded that limited opportunities exist for senior judge advocates to serve in combat conditions. This community-specific limitation may have foreclosed combat leadership opportunities for many judge advocates. Therefore, officers who have not served in such conditions should not be viewed negatively, provided the officers have progressed in billet complexity, professional development, and leadership responsibility.

(d) You should also consider for selection those men and women possessing the education, experience, and language skills that help improve the Navy's gender and cultural awareness and those who demonstrate mentoring skills that enhance the professional development of the Navy's future male and female leaders and the wide and varied diversity of the Navy.

(e) A critical goal of the Navy is to encourage -- to demand -- innovation and efficiency to ensure that we retain an adaptive, flexible, and effective naval force able to anticipate events and win across the spectrum of conflict. In your consideration, recognize that the continued preeminence of the Navy in the future is inextricably linked to its ability to successfully change and to manage for efficiency. Our future depends on male and female leaders who have demonstrated their awareness of this fact. Within the charter of best and fully qualified, seek to select these officers.

1. In this age of limited resources and fiscal constraints, application of energy resource management and technology is of vital importance. Our institution must create energy solutions that make facilities and installations more

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energy efficient and encourage superior management of energy resources.

2. Likewise, we must not restrict or limit the opportunity of any officer to think creatively, develop new ideas, take prudent risks, and maximize capabilities through sound management practices. Bear in mind that, in the context of a changing Navy, officers demonstrating innovative thinking, efficient management skills, prudent risk taking, and effective business practices, may reflect a variety of backgrounds.

(2) **Education/Personal and Professional Development**

(a) You shall favorably consider professional military education (PME), relevant graduate education, and experience in specialized areas. Best and fully qualified candidates seek opportunities to improve performance by increasing their knowledge throughout their careers. The PME Continuum integrates four components of education: Advanced Education, Navy-Specific Professional Military Education (NPME), Joint Professional Military Education (JPME), and Leadership Development.

(b) Applying advanced education in subspecialty tours and achieving specialized skills as reflected in Additional Qualification Designator (AQD) codes are significant career milestones.

(c) Post-Graduate Education. The Judge Advocate General's Corps endeavors to provide all judge advocates with the opportunity to obtain post-graduate education. Of those officers afforded an opportunity to obtain post-graduate education, some will attend civilian educational institutions, while others will attend military institutions such as the Army's Judge Advocate General's Legal Center and School. Accordingly, post-graduate legal education obtained at a military institution shall be given weight equal to post-graduate legal education obtained at a civilian institution.

c. Direct Support of Overseas Contingency Operations (OCO)/Irregular Warfare. The board may give favorable

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consideration to those officers who, while serving in the grade of O-6 or above, have displayed superior performance in a leadership role while serving in direct support of OCO or in Irregular Warfare assignments, in particular those assignments that are extraordinarily arduous or which involve significantly heightened personal risk. These individuals are developing valuable combat and nation-building skills under stressful conditions. Such assignments may not be typical of the officer's traditional community career path and the officer may be rated by a reporting senior unfamiliar with the officer's specialty and the Navy fitness report system.

d. Judge Advocate General's Corps Community Considerations.

The AJAG (Operations and Management) and the AJAG of the Navy performs a wide variety of legal duties and has independent responsibilities. But more importantly, the AJAG of the Navy acts as the Judge Advocate General of the Navy in the absence of the Judge Advocate General and the Deputy Judge Advocate General. Consequently, the officer selected must be fully capable of performing the duties of a flag officer. I have developed the following criteria, set out below in order of significance, to which you are to adhere in making your selection. You must ensure that the future AJAG (Operations and Management) and AJAG of the Navy has, to the greatest extent practicable, the following broad base of qualities and experience:

(1) The AJAG (Operations and Management) and AJAG of the Navy will assist in resolving sensitive personnel accountability matters and in setting behavioral standards and policies. Accordingly, the officer you select must have impeccable professional ethics and be of the highest moral character with the finest sense of personal honor.

(2) The AJAG (Operations and Management) serves as Chief of Staff, Region Legal Service Office (RLSO) and supervises, via their respective commanding officers, the provision of legal services through RLSOs worldwide. In addition, the officer supervises a headquarters element comprised of approximately 100 officers, enlisted, and civilian personnel, and is responsible for budget, military and civilian personnel matters, and

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knowledge/information systems and applications for the Judge Advocate General's Corps. Accordingly, the officer you select must have demonstrated success in significant leadership positions (e.g., command, Office of the Judge Advocate General Division Director, Staff Judge Advocate on senior-flag officer/general officer staff, etc.). This represents a vitally important test of the selected officer's leadership and judgment.

(3) The AJAG (Operations and Management) is responsible for Navy-wide personnel policies for judge advocates, including detailing, community management, recruiting, accessions, data collection, and all other matters that affect the provision of judge advocates to Department of the Navy commands. Accordingly, the officer you select should possess knowledge of the legal needs of the afloat forces, have the ability to draft, review, and implement enterprise-wide strategic plans, have demonstrated superior performance in providing legal services to fleet or shore establishments, and possess knowledge of personnel and community management issues. The selected officer should have demonstrated superior ability and experience in these areas or the proven ability to provide leadership in these areas.

(4) When serving as the AJAG of the Navy, the officer you select may be called on to act for the Judge Advocate General of the Navy. The AJAG of the Navy may have to advise the Department of the Navy's senior leadership on a broad range of complex legal and policy issues. Experience in high-level policy-making within the Department of Defense or other government agency is a critical skill set. Accordingly, the officer selected must be able to work closely with the Service chiefs, the civilian leadership, and the Office of General Counsel. The officer should also have experience in, and practical knowledge of, procedures and practices at the headquarters level of the Department of the Navy. Experience in challenging billets providing direct support to senior civilian or military leadership in the Department of the Navy, the Office of the Secretary of Defense, the Office of the Chairman of the Joint Chiefs of Staff, or other government agency shall be given favorable consideration.

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(5) The AJAG (Operations and Management) and AJAG of the Navy also assists in the management of the Office of the Judge Advocate General, which consists of specialty divisions whose task is to resolve important questions of law. The officer you select should be familiar with the Navy's legal headquarters and capable of supervising attorneys practicing in diverse areas of law.

4. Continuation Board

a. As the officer selected is expected to serve for three years, you should consider the following statutory provisions:

(1) Regular captains are required to retire upon reaching 30 years of active commissioned service.

(2) Captains may be selectively continued for up to five years past 30 years active commissioned service.

(3) Regular commissioned officers shall be retired at age 62. Accordingly, the board is not precluded from recommending an officer whose three-year tour as AJAG (Operations and Management) and AJAG of the Navy would extend beyond the limits of the current policy regarding retirement upon attaining 30 years of active commissioned service. However, the board is precluded from recommending an officer whose three-year tour would extend the officer's service beyond that officer's 62nd birthday.

b. Upon completion of the selection board, the board president shall review the record of the officer recommended for selection. If the selected officer will have a mandatory retirement date between November 1, 2015 and February 28, 2019, the board shall reconvene as a continuation board. The continuation board may select for continuation the selected officer who is deemed by a majority of the members of the board to be fully qualified for continuation and whose continuation is in the best interests of the Navy. The officer selected will be continued on active duty for a period not to exceed: three years of service as the AJAG (Operations and Management),

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including 12 months of service as the AJAG of the Navy, or 35 years of active commissioned service, whichever occurs earliest.

5. Board Report. The written report shall be signed by the board president, members, recorder, and assistant recorders and shall contain the name of the officer recommended for selection and the certifications required in reference (a), Enclosure (1), Appendix (C), except in the following instances:

(a) Page headings shall refer to the report as "Report of a selection board to recommend a Navy Judge Advocate on the Active-Duty List in the regular grade of captain for detail as Assistant Judge Advocate General (Operations and Management) and Assistant Judge Advocate General of the Navy."

(b) The certification in paragraph 1(c)(6) shall be replaced with the following:

The officer recommended for selection is, in the opinion of the majority of the members of the board, fully qualified and best qualified for selection and appointment to meet the needs of the Navy among those officers whose names were furnished to the board.

(c) The certification in paragraph 1(c)(7) shall be replaced with the following:

A majority of the members of the board, after consideration by all members of the board of any adverse information about the officer recommended for selection that is provided to the board, finds that the officer recommended for selection is best qualified for selection to meet the needs of the Navy consistent with the requirements of exemplary conduct set forth in section 5947 of title 10, U.S. Code, which states:

"All commanding officers and others in authority in the naval service are required to show in themselves a good example of virtue, honor, patriotism, and subordination; to be vigilant in inspecting the conduct of all persons who are placed under their command; to guard against and

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suppress all dissolute and immoral practices, and to correct, according to the laws and regulations of the Navy, all persons who are guilty of them; and to take all necessary and proper measures, under the laws, regulations, and customs of the naval service, to promote and safeguard the morale, the physical well-being, and the general welfare of the officers and enlisted persons under their command or charge";

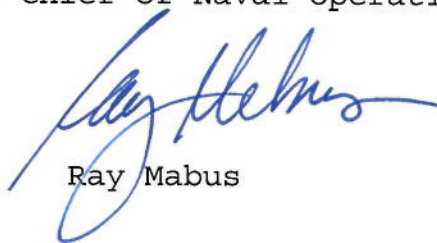
(d) The certification required in paragraph 1(j) shall be replaced with the following:

"The officers who requested not to be considered in accordance with paragraph four of NAVADMIN 200/15 were not eligible for this board and, therefore, those records were not considered by the board. The following officers were not considered:"

Or, in the case of a negative report, the certification required in paragraph 1(j) shall be replaced with the following:

"No officers requested that they not be considered by the board or otherwise caused their non-consideration through written communication to the board."

(e) The report shall be forwarded directly to me via the Chief of Naval Personnel, the Chief of Naval Operations, and the Judge Advocate General.



Ray Mabus

BOARD MEMBERSHIP
FY-17 ASSISTANT JUDGE ADVOCATE GENERAL (OPERATIONS AND
MANAGEMENT) AND ASSISTANT JUDGE ADVOCATE GENERAL OF THE NAVY
SELECTION AND CONTINUATION BOARD

1. The following officers are appointed members of the board to recommend an officer for detail as Assistant Judge Advocate General (Operations and Management), Department of the Navy and Assistant Judge Advocate General of the Navy:

VADM Troy M. Shoemaker, USN (AV) - President
RADM Margaret D. Klein, USN (AV)
RADM Phillip G. Sawyer, USN (SS)
RADM Dietrich H. Kuhlmann III, USN (SS)
RADM Victorino G. Mercado, USN (SW)
RADM John G. Hannink, JAGC, USN (JAGC)
RDML Darse E. Crandall, JAGC, USN (JAGC)

2. CAPT Michael S. Sciretta, USN, will act as recorder with the following personnel acting as assistant recorders:

CAPT David S. Soldow, USN (SS)
CAPT Joseph Romero, JAGC, USN (JAGC)
CAPT(Sel) Bartley A. Randall, USN (NSW)
CDR Grahame A. Dicks, USN (AV)

3. The following personnel are designated to serve as administrative support personnel to the boards:

RDML David F. Steindl
RDML Kenneth R. Whitesell
CAPT Bradley J. Cordts
CAPT Paul L. Dinius
CAPT Mark C. Holley
CAPT Martin L. Pompeo
CAPT Henry P. Roux, Jr.
CDR Howard M. Bryant
CDR Matthew F. Phelps
CDR John W. Popham
CDR Steven J. Skretkowicz
CDR Jeffrey R. Vignery
LCDR Price W. Balderson
LCDR Kristopher M. Brazil
LCDR Elizabeth Ellsworth
LCDR Matthew M. Langreck
LCDR Leon M. Leflore
LCDR Andrew M. McGinly
LCDR Stephen P. Milloway
LCDR Timothy D. O'Brien
LCDR Eric A. Polonsky
LCDR Jeremy S. Yarbrough
LCDR Shelley E. Branch
LT Erin T. Janofski
LT Matthew S. King

LT Maura K. Leary
LT Vincent N. Perry
LT Edward R. Polk
LT Christopher N. Pratt
LT Van E. Stewart
LT Donald J. Todorowski
LT Troy L. Wright
LT Robert R. Allen
CWO3 Mitchell D. Allen
CWO2 Dawn R. Slayton
PSCM(SW/AW) C. E. Christiansen
PSCM(AW) Robert A. Ferrari
YNCM(SW/AW/EXW) Leo S. Godet
YNCS(SW/AW/IDW) A. Shuttlesworth
PSC(SW/AW) Patrick R. Harris
YNC(SW/AW) Kari A. Betancourt
YNC(EXW/IDW/SCW) Byron J. Capps
YNC(SS) Michael W. Mason
PS1(SW/AW) J. J. Pennington II
PS1(AW) Alexandria C. Werkheiser
LS1(AW/SW) Kedrick D. Cockrell
YN1(SW) Joseph F. Scarlata
YN1 Laura A. Guthridge
LN2 Steven J. Cooney
LN2 Lauren M. Hauck
YN2 Christopher D. Brooks
YN2 Dexter A. Correll
YN2(AW) Britney B. Hassan
YN2(SW/AW) Alexis P. Williams
Mr. Rodger Abernathy
Ms. Jacqueline S. Anderson
Mr. Steve A. Armstrong
Mr. James M. Barlett
Ms. Alison Barnes
Mr. Julion A. Bend
Ms. Wendy Beyer
Mr. Robert C. Black
Mr. Brian D. Bourne
Mr. Doug Burgess
Ms. Patricia O. Boothe
Ms. B. J. Callis
Mr. Clarence Carver
Mr. James C. Clemmons
Ms. Shannon A. Collins
Mr. Joel Cook
Mr. John R. Crotts
Ms. Sonya Y. Cox
Ms. Karen Dapsis
Mr. Bennie Davis
Mr. Richard T. DeRousse
Mr. David L. Dillensnyder
Mr. Bernard D. Dunn
Mr. William C. Eastman
Mr. Jeremy L. Fisher

Enclosure (1)

Mr. John Fleenor
Mr. Mike Foldes
Mr. John Frantz
Mr. Christopher Garner
Ms. Elizabeth J. Garrett
Mr. Dennis Garza
Mr. Cornell D. Gaulman
Mr. Brett J. Genoble
Mr. William H. Green
Mr. Keith Grover
Mr. Richard M. Hammer
Mr. Jim Hammerich
Mr. Dave Hard
Ms. Marlene V. Harrison
Mr. Max H. Hodge
Ms. Pamela Holland
Ms. Tawanna Hopson
Mr. David L. Howard
Mr. Jeffery D. Jacob
Mr. Michael Jennings
Mr. Juan J. Jimenez
Mr. Douglas E. Johnson
Mr. John Johnson
Ms. Crystal Jones
Mr. Steven P. Jones
Ms. Shu J. King
Ms. Kim E. Kirk
Mr. Blair M. Knight
Mr. Alex Kraus
Ms. Karen M. Kumnick
Mr. Randy L. Kurschner
Mr. David B. Lanham
Mr. James D. Law
Ms. Sonia Lewis
Mr. Thomas R. Lewis
Ms. Diane L. H. Lofink
Mr. Victor A. Loy
Ms. Nancy P. Lubiani
Mr. Joseph F. Maceira
Mr. Donald P. Marshall
Mr. Paul D. Martin
Mr. Paul L. Martin
Ms. Karon D. Matthews
Ms. Lynda C. McKinney
Mr. Christopher J. Meunier
Ms. Angela S. Moyler
Mr. William H. Mummert
Mr. Pratap Muratee
Mr. Jason C. Myers
Mr. Corey A. Nichols
Mr. Tommy D. Owens
Ms. Doris A. Pembroke
Mr. Chuck Pennington
Mr. Scott S. Perry

Enclosure (1)

Mr. Durand C. Peterson
Mr. James A. Price
Mr. Stephen R. Ranne
Ms. Amy C. Ray
Mr. Dondi Reed
Mr. Stanley Robinson
Mr. Jay A. Rublaitus
Mr. Tony V. Sanders
Ms. Edna M. Shannon
Mr. Antoine Sharp
Mr. Michael P. Simrell
Ms. Angie L. Smith
Mr. Thor Smith
Ms. Ruby D. Snowden
Mr. Larry Sokoloski
Mr. Lee K. Staley
Mr. William A. Stephens
Ms. Lynnette Stinnett
Mr. Tim Suich
Ms. Jennifer M. Summers
Mr. Jim C. Tanner
Mr. Horace Taylor
Mr. Robert J. Thompson
Mr. David C. Tidwell
Ms. Martha Uselton
Mr. Carl R. Waelde
Mr. Shawn Walther
Mr. Brian L. Wenger
Ms. Angela White
Ms. Jessica Whitfield
Mr. James Whiting
Mr. Christopher A. Wiley
Mr. Bob T. Wilkinson
Mr. Ed Willard
Ms. Sharlene Williams
Mr. Charles E. Wilson
Ms. Deborah A. Wilson
Mr. Jason T. Winfield
Mr. Wiley P. Winter
Ms. Mindee M. Wolven
Ms. Rebecca Yong
Mr. Alan D. Young
Mr. Christopher J. Zaller

Enclosure (1)